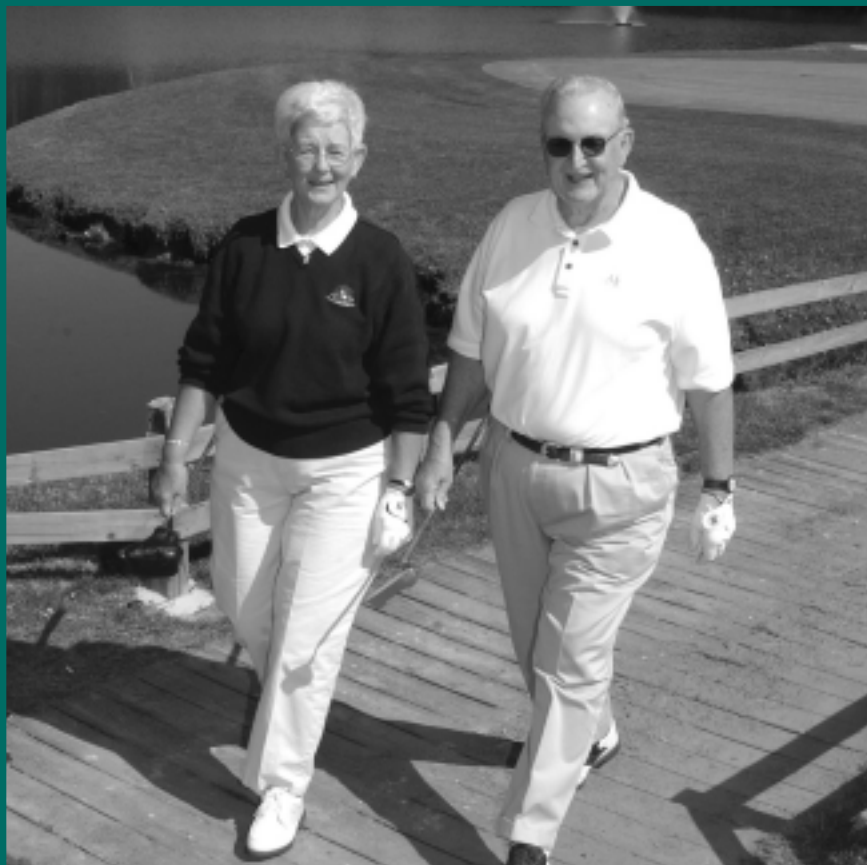
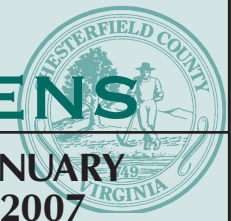


ANNUAL REPORT TO CITIZENS

A PUBLICATION OF CHESTERFIELD COUNTY, VIRGINIA

Direct all correspondence to Department of Public Affairs, P.O. Box 40, Chesterfield, Va. 23832, or call (804) 748-1161

JANUARY
2007



In 2007, Virginia and the nation will celebrate the anniversary of the founding of the first permanent English settlement at Jamestown — a truly historic event. That beginning, 400 years ago, led to the development of the 1611 settlement of the Citie of Henricus in what is now Chesterfield County and a portion of Henrico County. The seeds planted by the earliest residents of our area —Virginia Indians, Europeans and Africans — provided the roots for the vibrant, culturally rich, FIRST CHOICE community that Chesterfield County is today and its more than 306,000 residents of all races, backgrounds and ages.

We know that 2007 will bring its rewards and challenges, as each year does. Transportation issues, particularly, loom large as Chesterfield County, along with other localities, grapples with the lack of sufficient state funding for road maintenance and construction. Look inside for a review of this and other major topics during the past year and a glimpse into the year ahead.

COMMUNITY DEVELOPMENT	4
MANAGEMENT SERVICES	4
HUMAN SERVICES	5
PUBLIC SAFETY	6
BUDGET	7
ADMINISTRATION	8



Bermuda District

Supervisor — R.M. “Dickie” King Jr.
P.O. Box 40, Chesterfield, Va. 23832
Voice mail: (804) 768-7398; Fax: 717-6297; e-mail: kingd@chesterfield.gov
Planning Commissioner — Jack Wilson
6001 Arbor View Terrace, Chester, Va. 23831
Business: 788-7342
School Board Member — Marshall W. Trammell Jr.
P.O. Box 10, Chesterfield, Va. 23832
Home and fax: 706-1144



Clover Hill District

Supervisor — Arthur S. Warren
P.O. Box 40, Chesterfield, Va. 23832
Voice mail: (804) 768-7396; Fax: 717-6297; e-mail: warrena@chesterfield.gov
Planning Commissioner — Russell J. Gulley
11925 Mountain Laurel Drive, Richmond, Va. 23236
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School Board Member — Dianne Pettitt
P.O. Box 10, Chesterfield, Va. 23832
Voice mail and fax: 897-0075



Dale District

Supervisor — Kelly E. Miller, chairman
P.O. Box 40, Chesterfield, Va. 23832
Voice mail: (804) 768-7528; Fax: 717-6297; e-mail: millerk@chesterfield.gov
Planning Commissioner — Sherman Litton
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School Board Member — David Wyman
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Voice mail and fax: 271-3058



Matoaca District

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P.O. Box 40, Chesterfield, Va. 23832
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Planning Commissioner — Wayne Bass
8836 Emerald Dunes Circle, Chesterfield, Va. 23832
Home: 639-0795
School Board Member — Thomas Doland
P.O. Box 10, Chesterfield, Va. 23832
Voice mail and fax: 768-5907

Leadership Team

Lane B. Ramsey, County Administrator
Becky Dickson, Deputy County Administrator
Jay Stegmaier, Deputy County Administrator
Pete Stith, Deputy County Administrator
Marilyn Cole, Assistant County Administrator
Carl Baker, Police Chief
Allan Carmody, Dir., Budget and Management
Karla Gerner, Dir., Human Resource Management
Don Kappel, Dir., Public Affairs
Paul W. Mauger, Chief, Fire and EMS
Steve Micas, County Attorney

Constitutional Officers

Joe Horbal, Commissioner of the Revenue
Richard Cordle, Treasurer
Billy Davenport, Commonwealth’s Attorney
Clarence Williams Jr., Sheriff
Judy Worthington, Circuit Court Clerk

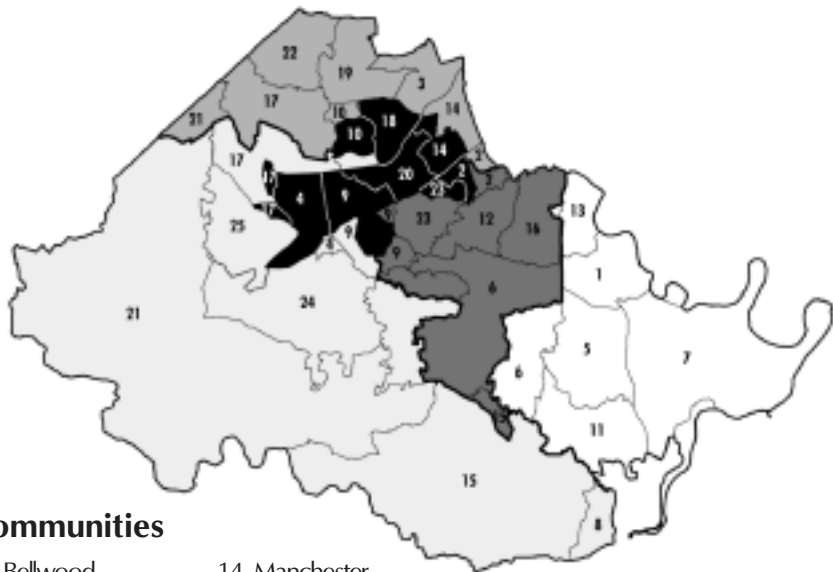


Midlothian District

Supervisor — Donald D. Sowder
P.O. Box 40, Chesterfield, Va. 23832
Voice mail: (804) 768-7397; Fax: 717-6297; e-mail: sowderd@chesterfield.gov
Planning Commissioner — Daniel Gecker
P.O. Box 40, Chesterfield, Va. 23832
Home: 320-3490; e-mail: geckerd@chesterfield.gov
School Board Member — Dr. James Schroeder
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Voice mail: 320-2756; Fax: 320-7910

Chesterfield County is governed by a five-member Board of Supervisors elected by district. The board appoints a county administrator, who directs the county’s day-to-day operations.

Chesterfield County Communities and Districts



Communities

- | | |
|----------------------|--------------------|
| 1. Bellwood | 14. Manchester |
| 2. Belmont | 15. Matoaca |
| 3. Bon Air | 16. Meadowbrook |
| 4. Brandermill | 17. Midlothian |
| 5. Chester | 18. Reams |
| 6. Courthouse | 19. Robious |
| 7. Enon | 20. Rockwood |
| 8. Ettrick | 21. Rural |
| 9. Genito | 22. Salisbury |
| 10. Gordon | 23. South Rockwood |
| 11. Harrowgate | 24. Spring Run |
| 12. Hening | 25. Woodlake |
| 13. Jeff Davis North | |

Districts

- | | |
|--|-------------|
| | Bermuda |
| | Clover Hill |
| | Dale |
| | Matoaca |
| | Midlothian |

INFORMATION RESOURCES FOR RESIDENTS

The Community Weekly — A private publication, The Community Weekly provides the county space for a weekly resident newsletter produced by Chesterfield County’s Department of Public Affairs.

Community Connections — This Board of Supervisors newsletter is included twice a year in The Community Weekly.

Comcast Television Programming — Chesterfield Matters, hosted by the chairman of the Board of Supervisors, airs Thursday nights at 8 p.m. on Channel 17. Chesterfield Live! airs the third Monday of the month, from 7-7:30 p.m. on Channel 17. Chesterfield Spotlights focus on upcoming events or other newsworthy items and air throughout the month on Channel 26.

chesterfield.gov — Find detailed information at chesterfield.gov. A service called Gateway Chesterfield helps regular Internet users navigate easily through the Web site. Users also may sign up to receive information and updates automatically. State-of-the-art security technology and a strict privacy policy protect information.

Spanish Services — The Office of the Hispanic Liaison is located in the Chesterfield Administration Building, 9901 Lori Road, Room 500, to provide assistance to Latinos. Translation services are provided by calling (804) 796-7085 or e-mailing santacolomaj@chesterfield.gov.

Emergency Communications Center — The translation of about 140 languages is provided round-the-clock for emergency situations.

Citizens Answer Line, 751-INFO (4636) — This automated information line answers questions most often asked by residents. For a brochure, please call 748-1161.

County Administrator’s Response System, CARES, 748-1022 — This rapid response system receives and processes concerns and compliments from residents.

Main County Number, 748-1000 — Operators assist callers and direct inquiries to the appropriate departments.

CHESTERFIELD COUNTY VISION

Our vision is to be the recognized leader of local government across the commonwealth and the nation — the standard by which others measure their progress and success. Every employee has a personal devotion to excellence in public service and embraces the highest standards of ethics and integrity. Every citizen takes pride in knowing that the county provides the best customer service and highest quality of life available in any American community. And, working together, we are committed to sustaining Chesterfield County as the premier community of choice — FIRST CHOICE.

County Administrator — Lane B. Ramsey
Director, Public Affairs — Don Kappel
Assistant Director, Public Affairs — Chris Ruth

Direct all correspondence to:
Department of Public Affairs, P.O. Box 40,
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Fax: (804) 748-7609 chesterfield.gov

COMMITMENT TO IMPROVEMENT CONTINUES IN 2007

Happy New Year! I want to take this opportunity to wish you and yours a happy, healthy and prosperous 2007. I also would like to highlight some of our major accomplishments for the past year.

I extend heartfelt thanks to Mrs. Terri Cofer Beirne for her service on



Lane B. Ramsey

the Board of Supervisors this fall and welcome Mr. Don Sowder to the board as the new Midlothian District supervisor.

Mr. Dickie King ably led the board as

chairman last year, and we thank the entire board for their support and guidance.

I consider the Transportation Summit that the board held in November to be one of our successes for the year. We presented to the board nine funding options for meeting transportation needs in the county.

As many of our residents are aware, building and maintaining roads in Chesterfield County is the responsibility of the Virginia Department of Transportation. However, state funding has been woefully inadequate. For our secondary roads (what most people think of as "local" or "smaller" roads), we are getting approximately \$7 million per year, which will reconstruct approx-

imately one mile of two-lane road.

We aren't expecting any new money over the next few years for primary/interstate types of roads. We do expect VDOT to reimburse us the \$10 million loan we made to them for the Route 360 project. Consequently, it has become the reality that we need to look at what we can do as a locality to address the serious challenges we face in terms of our transportation system.

At the Nov. 20, 2006, Transportation Summit, county staff presented the Board of Supervisors with the following nine identified options for consideration as ways to finance new roads and improvements to existing roads:

- Dedicated Business, Professional and Occupational License revenue
- Dedicated real-estate revenue
- Transportation service districts
- A community development authority
- Road cash-proffer revenue
- Subdivision road proffers
- Future bond referenda
- Public Private Transportation Act/tolls for Powhite Parkway extension
- Increased subdivision road design standards

Over the course of the next few months, we will be discussing these options further with the board and also will seek public input.

We accomplished the completion of six major construction projects in 2006, including the 86,500-square-foot replacement jail, the 90,000-square-foot Community Development building, a new \$4 million Police Property and

Evidence Facility, a three-building Public Safety Fire Training Area and the opening of the new Hull Street Police Precinct. All of these facilities are welcome additions to the county's inventory and were very much needed to enhance service delivery.

Among the county's other accomplishments this year were:

- Designation of the county as one of the 100 Best Communities for Young People by America's Promise – The Alliance for Youth. Communities were selected based on their commitment to providing healthy, safe and caring environments for young people.
- Receipt of the Diversity All Star Award from the Greater Richmond Chamber of Commerce and the Richmond Human Resource Management Association. The award recognizes the county's proactive efforts in promoting diversity and the value it brings to the organization.
- Opening of the Government Center Trail, which is not only a favorite of employees, but the community as well. The trail was a joint venture among Parks and Recreation, Planning, Environmental Engineering, Fire and EMS, Police and the Sheriff's Office. The partnership also included private support from Austin Brockenbrough and Associates, who worked with engineering students from L.C.

Bird High School on the layout for the trail.

- Opening of Mount Maladay (the recreation of the first hospital in the New World) at the 1611 Citie of Henricus. Henricus will be the focus of many of the activities planned for the 400th birthday celebration of Jamestown next year.

At Treasurer Richard Cordle's recommendation, and with support from the commissioner of revenue, license inspector and budget director, vehicle decal elimination became a reality in 2006, resulting in a tremendous convenience for residents. Because it was replaced with a registration fee, there was no negative impact on revenues. Richard noted additional benefits of the change: "Long lines of taxpayers who used to fight over too few public parking spaces were gone; mail-in payments increased, resulting in greater use of automation and less backlog."

These were just a few of the highlights of the year, but are indicative of the outstanding leadership provided by the Board of Supervisors, and the dedication of Chesterfield County employees.

All of us who work for Chesterfield County government rededicate ourselves in this new year to delivering world-class customer service in every way possible. We look forward to working with you in 2007.

STRATEGIC GOALS

1. To be exemplary stewards of the public trust and a model for excellence in government
2. To provide world-class customer service
3. To be known for extraordinary quality of life
4. To be the safest and most secure community
5. To be the employer of choice
6. To be the FIRST CHOICE business community
7. To be responsible protectors of the environment

2007 BOARD OF SUPERVISORS MEETING SCHEDULE

Wednesday, **Jan. 10**, at 3 p.m.
 Wednesday, **Jan. 24**, at 3 p.m.
 Wednesday, **Feb. 14**, at 3 p.m.
 Wednesday, **Feb. 28**, at 3 p.m.
 Monday, **March 12**, at 6 p.m.
 Wednesday, **March 14**, at 3 p.m.
 Wednesday, **March 28**, at 3 p.m.
 Wednesday, **April 11**, at 3 p.m.
 Wednesday, **April 25**, at 3 p.m.

Wednesday, **May 23**, at 3 p.m.
 Wednesday, **June 27**, at 3 p.m.
 Wednesday, **July 25**, at 3 p.m.
 Wednesday, **Aug. 22**, at 3 p.m.
 Wednesday, **Sept. 26**, at 3 p.m.
 Wednesday, **Oct. 10**, at 3 p.m.
 Wednesday, **Oct. 24**, at 3 p.m.
 Wednesday, **Nov. 14**, at 3 p.m.
 Wednesday, **Nov. 28**, at 3 p.m.
 Wednesday, **Dec. 19**, at 3 p.m.

Special Meeting Dates for 2007

Special Budget Work Session – **March 12** at 6 p.m. – Public Meeting Room
 Budget Public Hearing – **March 28** at 6:30 p.m. – Public Meeting Room

Note: Meetings are held in the Chesterfield County Public Meeting Room, 10001 Iron Bridge Road. Sessions typically begin at 3 p.m., break at 5 p.m. for dinner, and then resume at 6:30 p.m.

COMMUNITY DEVELOPMENT

This past fall, Building Inspection, Planning, Transportation, Revitalization, Community Development Block Grant, Environmental Engineering, and Fire and Life Safety all moved to the Community Development Customer Service Center. The idea of having all of the departments under one roof was to improve customer service by bringing together departments that work with the same customers regularly without customers having to visit several locations throughout the county.

The Community Development building also has been designed to be environmentally friendly.

According to Tom Jacobson, director of revitalization, an experienced developer named Crosland was recruited for the Cloverleaf Mall site. The Board of Supervisors approved the purchase and sale agreement with Crosland on Jan. 24. Jacobson also organized an Urban Land Institute Study of retail development for the village of Ettrick and assisted Virginia State University in the preparation of their campus master plan.

The Environmental Engineering Department's Geographic Information Services section has developed the Chesterfield Online Mapping Program, or CHOMP. This application will achieve

savings through the elimination of annual maintenance costs. The redesign of the department's Web page allowed the public to research documents, including the Engineering Reference Manual, the FEMA Floodplain Study for Chesterfield and two Chesterfield County Soils reports.

The Planning Department successfully undertook a project of transitioning adopted land-use plan maps to the county's geographical information systems, or GIS, format. The GIS land-use plan layer converts the adopted land-use plan maps into one seamless GIS product. This conversion is merged into the Planning Department's ArcMap Desktop, making the land-use plan layer compatible with other GIS data, such as zoning, parcels, utilities and natural features, and facilitating easy access to, and retrieval of, such information by county staff.

The Building Inspection Department provided laptop computers to their inspectors, eliminating the need for data entry by other staff and saving 33,280 man-hours, or \$212,000, per year.

The Economic Development Department announced 16 projects with \$714 million in new investments and

1,057 new jobs in Chesterfield County. Last February, the Board of Supervisors approved the rezoning of the 800-acre Watkins Centre project. This project is expected to yield more than \$11 million in annual tax revenue. In May 2006, Northrop Grumman broke ground on a new information technology facility in the Meadowville Technology Park. The facility will include 185,000 square feet on 28 acres and is expected to be operational by the summer of 2007. In November, Economic Development announced that the boundaries of the Jefferson Davis and Walthall enterprise zones were amended creating three new subzones with new local incentives for eligible businesses. Before the amendment, 117 businesses applied for benefits in the two enterprise zones. These businesses had investments of approximately \$15 million in Chesterfield County.

The Transportation Department completed several spot safety improvement projects on Bailey Bridge, Newby's Bridge and Chalkley roads. The department also completed road widening on Robious Road from Twin Team Lane to James River Road.

A team from the Utilities Department



completed the development of the sanitary sewer Capacity, Management, Operation and Maintenance program. The goal of the program was to prevent overflows related to capacity or management issues and to improve procedures such as emergency response, repair, regulatory reporting, future capacity data management, audit and continual environmental improvement and protection. A consultant estimated the same service could be provided at a cost of between \$65,000 and \$75,000. Under the Miss Utility Program, the department located and marked more than 61,000 water and wastewater lines to prevent costly damages of lines that were not marked or marked improperly.

The Community Development Block Grant Department completed 27 housing activities valued at \$3.2 million and completed the Rayon Park Sewer Installation project valued at \$1.6 million. CDBG also provided public service activities to more than 5,600 residents valued at \$210,000.

MANAGEMENT SERVICES

The departments of Chesterfield County Management Services continued to deliver valuable support services to every department in the county and to the residents that they serve.

The Purchasing Department achieved cost avoidances of more than \$560,000 last year. The cumulative amount of cost avoidances since 1987 exceeds \$16.8 million. The department also facilitated successful negotiations for three emergency-advisory radio systems for the counties of Chesterfield, Goochland and Hanover under the Urban Area Security Initiative Grant. Installation of the radio systems is expected to be completed by July 2007.

The Commissioner of the Revenue's Office is working with the county's Treasurer's Office to replace the county's accounts-receivable system. Business audits performed in 2006 generated more than \$5 million, proving that many Chesterfield County businesses accurately filed their local property taxes. This helps avoid future tax-rate increases and ensures a fair and equitable distribution of the local tax burden.

The Internal Audit

Department was listed by the Association of Local Government Auditors in its 2006 Benchmarking and Best Practices Survey as Best Practices-Highly Successful in 8 of 17 categories. This report, which evaluated 107 local government audit organizations in North America, also showed that the department provides a broad range of audit coverage at a net cost to the taxpayers lower than its peers. The department also implemented a fraud, waste and abuse reporting hot line for employees and residents, and trained over 300 county and school employees in fraud awareness and internal controls.

In the General Services Department, the Waste and Resource Recovery Division initiated an anti-litter education program in July of 2004. To date, data shows that this program has increased neighborhood cleanup projects by 50 percent and doubled the number of volunteer cleanup events, efforts which have removed more than 907,641 pounds of litter from the community. Capital Projects Management, another division of General Services, completed construction on the replacement jail, the Community Development Customer Service Center

and the Hull Street Police Precinct.

The Chesterfield County Airport completed three major construction projects, including a 270,000-square-foot ramp expansion, a 20-unit T-hangar section and a 10,000-square-foot corporate hangar.

The Office of Security Management offered 14 Security Awareness for Employees programs, reaching 360 county employees and more than 50 county residents.

Since 2002, the Office of Environmental Management has had five county department teams complete an Environmental Management System Development program based on the International Organization of Standardization 14001 requirements. Chesterfield County has not received an environmental notice of violation in the last four years. Also, in 2006, the office completed 12 environmental projects and trained 458 county employees about environmental awareness.

The Information Systems Technology, or IST, Department fulfilled its mission of quietly working behind the scenes with other county departments to make a



difference in the lives of county residents. In cooperation with a diverse set of county employees, the department upgraded and installed personal computers in the county's libraries for use by the public; designed and implemented networks and systems for the new Community Development Customer Service Center; worked closely with the Sheriff's Office to ensure a smooth opening of the replacement jail; and upgraded the communications systems at many fire stations and dispatch locations.

County residents will have noticed expanded functionality on the county's Web site, chesterfield.gov, including a quick-lookup "How Do I?" function on the front page and new services and notifications offered through Gateway Chesterfield.

Whether it is purchasing energy-management software for the General Services Department or updating the mobile computers in police cruisers, IST is

CONTINUED ON PAGE 7

HUMAN SERVICES

The departments of Chesterfield County's Human Services division are dedicated to making the lives of residents healthier, safer and more enjoyable. Collectively, they touch residents of all ages with programs, services and events that provide information, entertainment, assistance or recreation.

In 2006, the staffs of these departments worked to improve processes, streamline procedures, and offer enhanced opportunities to residents.

In November, the Chesterfield County Public Library was ranked as one of the top 10 performing public libraries for its population by Hennen's American Public Library Ratings.

Over the past year, the library expanded its Reader's Advisory program, training staff to better connect customers with the information and materials they want and need. New Readers' Advisory centers in each branch contain book guides and tools related to books and reading. Readers's Advisory resources also have been added to the library's Web site, library.chesterfield.gov.

Library customers borrowed materials 4.2 million times in fiscal 2006, and, at the close of the year, 192,000 people had a Chesterfield County Public Library card.

The Parks and Recreation Department celebrated the opening of the Government Center Trail last spring. The six-mile walking trail that winds through the county's government complex from the Smith-Wagner Building on Government Center Parkway to Krause Road is available to all county residents.

In June, Parks and Recreation staff assisted Henricus Historical Park with the dedication of Mount Malady, a recreation of the first hospital in the New World. The building serves as a facility for educational programs, weddings and functions, and will be a vital part of the area's historical interpretation during Chesterfield 2007 events.

The department also published the inaugural edition of its combined program guide with Chesterfield County Public Schools this past fall. The free publication, which is printed three times a year, is available at all county libraries.

Youth Planning and Development, in partnership with Substance Abuse Free Environment Inc., or SAFE, and Chesterfield County Public Schools, released the results of the Community Youth Needs Assessment at a town-hall meeting in March. The assessment, a survey of county public-school students in grades eight, 10 and 12, provided information about county youths'

attitudes and behaviors related to tobacco, alcohol and drug use.

Bandfest, an annual event produced through the collaborative efforts of county youths, SAFE and community partners, received a 2006 Acts of Caring Award from the National Association of Counties. The award recognizes the nation's top county volunteer programs, and Bandfest won the top award in the Youth Service category.

After the Senior Center of Chesterfield closed in July, its members were left without a place to participate in educational, recreational and therapeutic programs. Chesterfield County's Senior Advocate facilitated the expansion of the Lifelong Learning Institute so that 120 former senior-center members could join in its educational and social programs.

The county's senior advocate also is chair of the Legislative Committee of the Chesterfield Council on Aging, an organization that won the AARP Virginia Community Partner of the Year award in 2006. In addition to advocating legislative priorities for senior adults at the Virginia General Assembly, the Legislative Committee held training and forums to encourage older adults to become active in the legislative process.

In cooperation with area organizations, the senior advocate also celebrated Older American's Month in May with Chesterfield TRIAD Senior Day, an annual event that provides older adults an opportunity to learn about services to make life safe, active and more enjoyable. Senior Day had the largest attendance of any such event in the country.

In October, the Health Department participated in FLUEX '06, a statewide emergency exercise developed by the Virginia Department of Health to help local agencies prepare for a pandemic influenza outbreak. The department planned and conducted a mass flu vaccination clinic that tested the department's ability to inoculate a large number of people within a limited time.

In response to the need for affordable health care for female clients with abnormal Pap test results, the Health Department collaborated with Virginia Commonwealth University Health System to provide colposcopy services to maternity patients. This more affordable process increased the number of women who follow through with medical advice to help prevent cervical cancer.

After 2005 saw an increase in the number of sudden infant death syndrome, or SIDS, cases, the department's Child Health team undertook a public-information

campaign designed to raise community awareness regarding safe sleep for infants. In 2006, about 57 percent fewer sudden unexplained infant deaths were reported.

Department of Social Services staff who manage benefit programs experienced a record number of cases, with individual caseloads numbering 1,200. In addition, the department investigated and assessed more than 900 Child Protective Service situations, offering services and providing assistance to families. The department also had 160 children in foster care and worked to enhance the Independent Living program for older youths who are transitioning to living alone.

Despite increased workloads, an internal survey of Social Services staff reflected an increase in job satisfaction.

Mental Health Support Services worked with more than 600 consumers to ensure that their enrollment in the Medicare Part D prescription plan not only met their needs, but that any medication changes or coverage gaps did not impact them. The department was considered a leader in the state in this effort.

Department staff also developed a plan to address the residential treatment needs of the county's mentally retarded residents and the overall county concerns with the proliferation of residential sites.

Mental Health Support Services received two awards from the National Association of Counties for integrating mental-health advisors into hostage negotiation teams and for partnering with the county's Police Department to create the Crash Fatality Referral Program. The department also received its fourth consecutive three-year accreditation from the National Commission on Accreditation of Rehabilitation.

Community Corrections Services and the Department of Mental Health Support Services jointly received \$338,000 from the Virginia General Assembly for the Dual Treatment Track, a program that serves substance-addicted offenders who also have been diagnosed with mental-health disorders.

Community Corrections Services also strategically modified its mission and vision statements to reflect the department's commitment to implementing an evidence-based approach to criminal-justice services. To support the department's vision of being a national leader in its field, staff completed a benchmarking tour of similar programs throughout the state.

Juvenile Probation implemented a system of graduated sanctions to address technical violations by youths on



supervision. The new system resulted in a 75 percent reduction in the filing of formal violations. Also, while Children in Need of Services or Supervision, or CHINS, complaints increased by 20 percent from fiscal 2005, juvenile felony complaints decreased by 3 percent. CHINS cases involve children who are failing to attend school, run away from or may be out of control at home, or are in need of assistance.

Despite a 55 percent staff turnover rate in the Intake Unit of Juvenile Probation, services to county residents remained constant throughout the year.

Juvenile Drug Court celebrated six youths who completed its 15- to 18-month program for nonviolent, but high-risk, teens who come before the court on substance-abuse-related matters. Only 16 percent of the drug court's graduates are convicted of a new offense within two years of completing the program.

Juvenile Drug Court also enhanced its services through the use of improved drug-screening devices and a new statewide information system that allows the tracking of successes and performance and comparison with other drug courts in the state.

With the closure of mental-health beds for juveniles across Virginia, serving this population had become the Juvenile Detention Home's greatest challenge. However, a grant administered by the Chesterfield Community Services Board allowed the addition of mental-health professionals to address the needs of juvenile detainees, greatly increasing the safety of and service to these youths.

The Detention Home School enhanced its educational technology capabilities with the installation of computerized smart boards in all nine of its classrooms. This equipment and training was provided by the Virginia Department of Education. Teachers now have the latest classroom technology to help in providing a first-class education to juvenile offenders, keeping them on track to return to their home schools.

The results of a 2006 survey conducted by the John H. Thomas Youth Group Home showed that 100 percent of youths and their parents served by the home believe that it provides excellent overall customer service. Also, 95 percent of the Youth Group Home's clients who left in 2006 were not re-arrested for other crimes.

PUBLIC SAFETY

For Chesterfield County's public-safety departments, 2006 was both a year of success and one of tremendous sadness.

On May 4, the Chesterfield County Police Department lost one of its finest.



Officer Gary J. Buro was shot and killed while attempting to talk to a suspect in a domestic dispute. Another officer, Joseph G. Diman, also was shot several times during the incident as he came to Officer Buro's aid during the exchange of gunfire. Officer Diman was able to subdue the suspect, who died at the scene. More than 2,000 people, including law-enforcement personnel from across Virginia and other states, attended a memorial service for Buro, who was 34. For his courage and efforts to save Officer Buro, Officer Diman, received a Medal of Valor, Purple Heart and a Combat Ribbon.

The year marked a very special achievement for the men and women who handle 911 in the county.

In March, the county's Emergency Communications Center earned Public Safety Answering Point accreditation from the Commission on Accreditation for Law Enforcement Agencies. The accreditation means that ECC personnel are among the most qualified emergency-communications officers in the nation in terms of providing medical instruction to callers. Such information is critical to saving lives between the time an emergency call comes in and when public-safety personnel arrive at a scene. Fewer than 40 emergency-communication centers nationwide have earned the accreditation.

The ECC handled 668,415 calls in 2006, including calls coming into and leaving the center. Emergency communications officers dispatched emergency personnel to 166,796 calls. The center handled an average of 1.27 calls per minute.

In addition, the ECC's power system was redesigned and replaced, resulting in a system that provides added levels of redundancy to ensure that the center's 911, radio and computer-aided dispatch systems continue operating in the event of power outages and even a failure of the center's generator system.

The Police Department responded to 142,034 calls for service. The department has 457 sworn employees and 103 civilian employees. Police hired 53

sworn officers and 11 civilians. The department achieved a 44 percent case clearance rate for Group A offenses, the most serious of crimes.

Police opened a new, state-of-the-art Police Property and Evidence Building. The 17,000-square-foot facility replaced three separate facilities that totaled only 5,000 square feet. The building houses the Police's Property Section, which has custodial control of evidence and unclaimed property that comes into the possession of the Police Department. It is unique among similar agencies statewide in that it also provides custodial control of evidence for the Sheriff's Office, the Fire and Emergency Medical Services Department, and occasionally state and federal agencies. The Property Section also provides logistical support, including uniforms, supplies and equipment, to Police personnel.

Police's forensics lab was renovated and retooled, enabling forensic investigators to go further in analyzing evidence and reducing dependence on a state forensics lab for certain tasks. The project was funded by a U.S. Department of Justice grant and seized money and assets.

The Police Department's Support Services Division, which focuses on crime prevention and child safety, continued to

The division's Project Lifesaver program included 37 participants. The program offers wristbands that are worn by people who have Alzheimer's disease or other disorders that may cause them to become disoriented. The wristbands enable them to be located quickly if they wander.

The Support Services Division also assisted 326 communities with Neighborhood Watch programs. A similar Business Watch program included 559 county businesses that regularly receive crime summaries and alerts. Last July, the division began an Apartment Safety Coalition. Forty apartment communities now are active in that coalition.

Crime Prevention officers delivered 390 educational presentations to 10,504 people requiring 1,107 man-hours.

Animal Control, a division of the Police Department, handled 8,471 calls for service, conducted 5,076 animal impoundments, oversaw 2,236 animal adoptions, and returned 830 lost animals to their rightful owners. Through public education and law enforcement, Animal Control continued to address animal neglect and cruelty, as well as continued to promote the importance of spaying and neutering.

The Police Department held three sessions of its popular Citizens Academy, including one academy especially for senior citizens. Seventy-five people attended the three academies.

The Police Department cooperated with the Department of Fire and Emergency Medical Services and the Sheriff's Office to host a four-day Cadet Safety Camp last June. Fifty children attended.

The Department of Fire and EMS

responded to 29,241 calls for service, including 21,754 medical calls and 7,487 fire calls. Volunteer rescue squads responded to 6,862 calls, and volunteer fire units handled 1,593 calls. The department currently has 459 full-time employees and 18 part-time employees.

Fire and EMS' Fire and Life Safety Division conducted 614 educational programs, reaching 17,000 people. Fire and EMS stations conducted 661 educational programs reaching more than 31,000 people.



A site was selected for the new Harrowgate Fire and EMS Station No. 21. The new station will be located in southeastern Chesterfield County in the area of Harrowgate Road and Pineland Avenue. Site selection also is in progress for another new station in the Route 288 and Courthouse Road area.

The Sheriff's Office successfully opened a replacement Chesterfield County Jail last spring. The 86,000-square-foot facility replaced an old one in use since the 1960s. The new jail's security and other systems make it one of the county's most state-of-the-art buildings.

The Sheriff's Office provided excellent security at the jail and all of the county's court facilities. Approximately 561,680 people entered court facilities. The Sheriff's Office also oversaw an average daily jail population of 859, including 322 in the Chesterfield County Jail and 537 at Riverside Regional Jail. Deputies also served 82,242 civil-process papers.

The Sheriff's Office employs 249 sworn and 34 civilian employees. The department collected \$394,260 through the Child Support Enforcement Program and saved the county in excess of \$1.5 million through its Inmate Work Force program. The department started a more than \$750,000 upgrade to the courthouse's electronic security system.

The Sheriff's Office conducted 432 hours of community-relations programs reaching 8,720 residents. Its Play-It-Safe video identification program included 1,427 children. Sheriff's personnel raised \$13,800 for Special Olympics.

The county's Emergency Operations Center was activated once to manage the county's overall response to Tropical Storm Ernesto. Emergency Management oversees the EOC. Emergency Management and other departments participated in three training exercises, including one mass-casualty exercise and two to test the county's ability to respond to pandemic flu. Computer technology called WebEOC has automated the EOC and provided all employees who have Web access a means of getting up-to-date information when disasters occur.

Emergency Management's new page on CountyNET is providing a wealth of information to employees, including weather and other preparedness information, helping the county "to be the safest and most secure community."



The Chesterfield County Sheriff's Office began operating the county's replacement jail last spring. Its security system makes it one of the county's most state-of-the-art buildings. It replaced a jail in use since the 1960s.

provide excellent community outreach. Child Safety officers taught 5,062 lessons to elementary-school students, reaching approximately 26,000 students with the department's Success Through Education and Proactive Policing program, or STEPP. An equal number of students benefited from Child Safety's Be Safe, Be Seen traffic-safety program aimed at keeping children safe on their way to and from school. About 800 children who walk to school were given flashers so they could be seen by motorists.

BUDGET

Chesterfield County takes pride in its reputation for solid financial performance. For the 22nd consecutive year, the department of Budget and Management received the Government Finance Officers Association award for Distinguished Budget Presentation, one indication of the county's adherence to a policy of financial responsibility and integrity. The county also benefits financially from an AAA credit rating on outstanding general obligation bonds from each of the three major rating agencies, which enables the county to receive lower interest rates on debt.

The fiscal 2007 budget, which runs from July 2006 through June 2007, is \$1.1 billion. The two largest components of the budget are the general and school funds. The general fund budget is \$663.3 million, and the school fund is \$564.2 million. The Board of Supervisors adopts

the budget every April. In order to obtain residents' input on the budget, meetings are held in each magisterial district in February and March, during which the Financial Plan and Capital Improvement Program are proposed. A public hearing also is scheduled in March in the Chesterfield County Public Meeting Room. (A meeting schedule is printed on Page 3.) The budget details are presented in the graphs below.

The budget also includes a six-year (2007-12) Capital Improvement Program, or CIP, of \$728.5 million. The program consists of \$267.9 million in county improvements; \$300.2 million in school improvements; and \$160.4 million in utilities improvements. The program outlines an efficient, effective and equitable distribution of improvements that balances finite resources with competing priorities. Education and

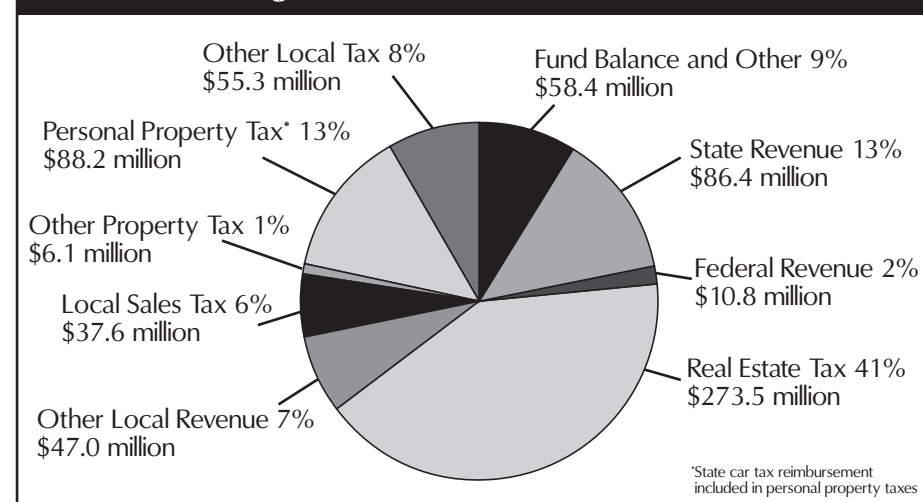
public safety are the main priorities established by the Board of Supervisors. The CIP maintains the county's strong financial position, proposes affordable enhancements, and presents a broad range of capital facilities necessary in a FIRST CHOICE community.

The highly successful 2004 bond referendum, which totaled \$341.7 million, is being used to fund capital improvements, including five new schools, 13 renovation or addition projects, and major maintenance projects. When state budget shortfalls placed many needed road projects on hold, residents approved \$40 million in road-improvement projects to address some of those needs. This referendum, like the one in 1996, did not result in a tax increase due to the county's financial and debt-management policies, which incorporate spending plans for

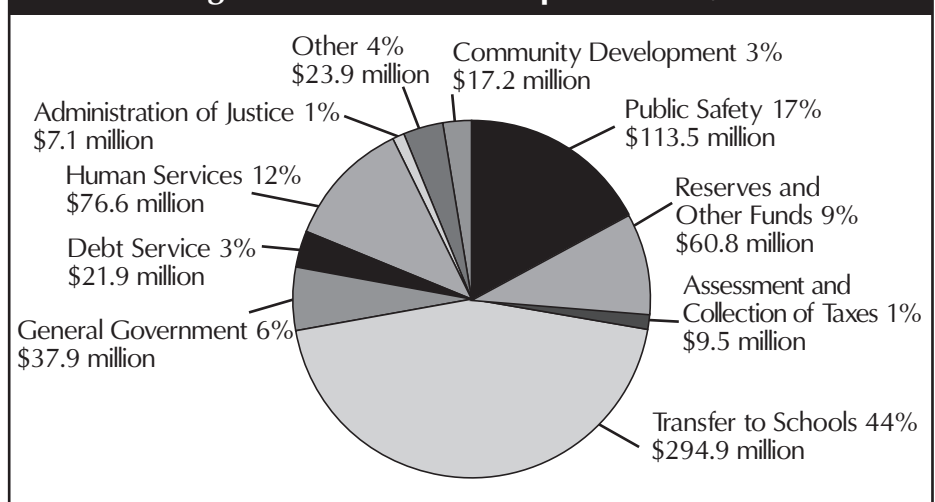
both capital projects and debt service. The second increment of bonds was sold in 2006 with subsequent sales planned annually through 2011. Work is well under way on referendum projects, and the county looks forward to completing these plans to keep pace with growing community needs.

County administration and the Board of Supervisors continue to guide the county with a strong commitment to quality, values, ethics and principles. Input and participation from residents is something that is valued and encouraged by county leaders. Positive feedback continues to be received from residents about fiscal policies and the county continues to strive to be "exemplary stewards of the public trust and a model for excellence in government."

FY2007 Budget — General Revenues \$663.3 million



FY2007 Budget — General Fund Expenditures \$663.3 million



MANAGEMENT SERVICES CONTINUED always looking for ways to partner with other county departments to deliver quality services to residents.

The Accounting Department won the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the 25th consecutive year.

The Department of Real Estate Assessments created a new cover letter to send to property owners who receive late appeal notices due to incorrect mailing addresses on record. The letter informs the property owners of the new deadline for filing an appeal. A new form also was designed to assist property owners who are in the land-use program that explains the process for calculating rollback taxes. The department created maps depicting the various appraisal work areas and major arteries for display at their front counter

so customers may easily identify areas of interest when conducting research.

At the Treasurer's Office, 2006 was the first year of operations after the elimination of the county vehicle decal. There was minimal wait time for taxpayers who visited the office during peak tax collection periods and no backlog of work.

The Circuit Court Clerk's Office installed a Web-based system by which residents may apply for marriage licenses. The system is the first of its kind in use in Virginia.

A project to digitally scan all case records stemming from court proceedings is ongoing. An imaging system and related database has been implemented in the Probate area.

The Sheriff's Office was the recipient of one of the two county buildings completed in 2006, the 154-bed replacement jail. According to Sheriff

Clarence Williams Jr., overcrowding in the jail was the impetus for the replacement.

"The county's old jail covered approximately 32,000 square feet," Williams said. "The replacement jail covers more than 86,000 square feet."

The Chesterfield County General Registrar's Office purchased 70 AutoMark Voter Assist Terminals for disabled voters that were first used in November.

The AutoMARK is a touch screen and audio device that will mark the optical-scan ballot. AutoMARK users also can receive audio instructions and the audio control pad has Braille dots for visually impaired voters.

For the sixth year in a row, the county's Risk Management Department had the number of on-the-job injuries per 100 county employees decrease.

Since county government and schools own or utilize over 750 structures, from

press boxes at high-school stadiums to sewage pump stations, facilities' staff must regularly maintain these structures. Risk Management performs audits that are specifically aimed at assuring adherence to Virginia's Occupational Safety and Health Administration standards. Each structure is scrutinized every three years by professional safety staff.

The Chesterfield County Department of License Inspection adapted to the elimination of the motor vehicle decal by finding innovative and effective ways to enforce vehicle registration. In six months of enforcement efforts, the department collected fees from about 4,000 registrants with an estimated value of \$1 million. Business license enforcement continued as well, collecting fees for more than 1,500 business licenses, with an estimated value of \$1.1 million.

ADMINISTRATION

The County Administration departments and offices are committed to supporting the county's vision, mission and values, and their work last year reflects that dedication. County Administration includes Budget and Management, the Quality Office, the County Administrator's Office, Clerk to the Board of Supervisors, Intergovernmental Relations, the County Attorney's Office, Human Resource Management, Chesterfield University and Public Affairs.

During 2006, the Department of Budget and Management guided the development of the fiscal 2007 budget around a multifaceted tax reduction plan highlighted by the single largest real-estate tax rate decrease in 26 years — \$1.07 reduced to \$1.04. Plans for further rate reductions are in the fiscal 2008 budget. Other components of the plan include an expanded program of tax relief for the elderly and disabled and continuation of the cap on business-license-tax collections.

Other budget activities focused on both public and private investments to improve our community, particularly in regard to transportation needs. Work continued to position key locations, such as the Watkins Centre, Meadowville Technology Park and Cloverleaf Mall, for private investment and growth. The second installment of bonds approved during the 2004 referendum was issued, including \$64.3 million for school, transportation, public-safety, library and park projects.

The department also prepared a report on efficiency to provide a synopsis of the county's many years of operational success and highlights areas for continued improvement.

Emphasis continued on the county's updated approach to quality. Chesterfield County was one of 10 organizations selected to compete in the nonprofit category of the Malcolm Baldrige National Quality Program. The results received from the assessment will enable the county to make additional improvements.

Both the Business Climate and Citizen Satisfaction surveys were conducted in 2006. These surveys help the county to keep its finger on the pulse of what customers think of its services and programs. The feedback is used to develop action plans for improvement. Residents or businesses interested in information about the survey may contact the Quality Office at (804) 751-4987.

From changes to the public

comment period at board meetings to the Transportation Summit, activity in the County Administrator's Office has been steady. Staff worked with the Board of Supervisors to change the process to receive input from the public so that public comment periods are allowed in both the afternoon and evening sessions of board meetings.

In July, the county administrator and board chairman led a delegation to Gravesham, England, the burial site of Pocahontas, as part of a twinning visit to mark the start of the commemoration of the 400th anniversary of Jamestown. For the first time, the chiefs of the eight Virginia Indian tribes participated in ceremonies to celebrate the life of Pocahontas and the contributions of Virginia's Indians.

Another success was the selection of the James River Advisory Council, or JRAC, to receive the Richmond History

a request that came from last year's customer-satisfaction survey. In July, a new procedure was implemented after a resident suggested that agenda items not be added at board meetings unless they are added for critical purposes. This illustrates that resident input is a vital part of the improvement process.

Intergovernmental Relations continues to promote the interests of the county at the General Assembly and serves as a liaison with other branches of the government. Transportation was a major issue during the 2006 legislative session. Staff kept the Board of Supervisors and key county officials up to date on legislative proposals under consideration. Survey results from board members and departments continue to show high levels of satisfaction with both performance and communication provided by Intergovernmental Relations.

The County Attorney's Office continues

to protect the legal health of the county and has successfully defended the Board of Supervisors and county departments in numerous proceedings before the state and federal trial and appellate courts as well as before both state and federal agencies. The proceedings have involved land use regulation, taxation, public safety, social services, mental health and various

other substantive areas. The office continues to have the lowest per capita cost of any large Virginia jurisdiction for defending cases.

Human Resource Management was involved in several major initiatives during the past year. Staff partnered with the county's Information Systems Technology Department to develop and implement an automated application system for individuals interested in applying for jobs through careers.chesterfield.gov. This resulted in an annual cost savings of \$24,000.

Approximately 38,000 applications were processed during fiscal 2006, a 29 percent increase from the previous year. The county continues to enhance diversity outreach programs and was the recipient of the Diversity All Star Award given by the Richmond Chamber of Commerce and Richmond Human Resource Management

Association. The county also received a National Association of Counties award for its national background-check program, which ensures that prospective employees with criminal convictions are not placed in positions that will endanger residents or county employees, or compromise the security of confidential information. This program was recently enhanced to include educational credential verifications. During the past year, significant resources have been dedicated to analyzing and modifying compensation and benefit programs, administering a Organizational Climate Assessment, and implementing a new integrated financial and human-resource information system.

Continuing the positive trend of the past few years, Chesterfield University reported a 29 percent increase in employee learning. Total learning hours were 161,614, and 23,970 learners were enrolled in classes. Courses continued to be delivered using both instructor-led and online learning. This blended approach to learning was used in several new certificate programs designed to improve employee performance and delivery of customer service. A customer-service certification program was initiated in the Building Inspection and Planning departments to enhance frontline customer-service skills. Staff support continues for the county's In Focus system through instructional design and change management.

Timely, accurate and effective communications are a priority in Public Affairs. The department's main focus is on developing a family of public information products, including television programming, resident newsletters, press releases, Board of Supervisors and employee newsletters, brochures and other communications products that help inform and educate the public about a variety of issues in the county. Each product sought to advance the public's understanding of a Chesterfield County department, program, event, issue or strategic goal. The department received 15 awards in this year's National Association of County Information Officers Awards of Excellence competition. NACIO is an affiliate of NACo, the National Association of Counties. These awards demonstrate that Chesterfield County residents are regularly receiving information products that have been identified as among the best in the nation.



Several James River Advisory Council members celebrate after receiving the Richmond History Makers Award for Fostering Regional Cooperation.

Makers Award for Fostering Regional Cooperation. JRAC includes more than 65 organizations and individuals whose goal it is to promote and protect the James River. The county provides operational support and serves as fiscal agent for this regional group.

The year concluded with the Transportation Summit held at Virginia State University. Staff reviewed several proposals with the board to address transportation needs in the county, including \$300 million in funding for road improvements.

The Clerk's Office focused attention on the goal of being good stewards of the public trust, particularly in the area of cost reductions. The office implemented several improvements that resulted in both dollars and hours saved. Improvements were made on the county's Web site to make it more user-friendly and easily accessible, which was